

Bay Village Mayor

Term: 4 years

Salary: \$81,153 (2014)
\$86,120 (2017)

Questions for Bay Village mayoral candidates:

1. State revenues are declining and inheritance funds have been spent. Outline your plans to offset losses. Be specific as to measures you recommend to balance the budget.

2. When are regionalization and collaboration arrangements with adjoining cities appropriate? State your view on regionalization of the Fire Department.

3. Building inspection has been contracted out. What other city services would you contract out in

order to reduce expenses?

4. What are the most important issues facing the city?

5. What is your vision of what Bay Village will be like in ten years?

6. What is your management style and how will you work with City Council?

MARTY MACE

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BACKGROUND INFORMATION

My career has been dedicated to serving the public at the local and state level. A paramedic for 37 years, the last 24 were with the Bay Village Fire Dept. I was appointed by Gov. Voinovich to the Ohio EMS Board and served for 5 years. I am a member of Saint Raphael's Parish and have owned a small business.



RESPONSES TO QUESTIONS

1. Balancing the budget: I will focus on budgets that include realistic revenue estimates and reflect all city costs, eliminating year-end "surprises". A five-year capital improvement plan will be developed for building, road and infrastructure maintenance; spending will be based on how projects align with city goals, priorities and legal obligations. Any major building project will be brought before the voters for approval. Capital equipment replacement and vehicle purchases will be rigorously evaluated and scheduled based on need. Shared purchases of costly equipment will be researched. Shared services through the County, (Human Resources, Information Technology) will be evaluated and implemented as appropriate.

2. Regionalization: Regionalization and collaboration are desirable when costs can be reduced or contained while maintaining or improving the quality of service to residents. Spreading the cost of seldom used, yet still necessary, specialty safety teams is an appropriate use of collaborative arrangement. Only four cities remain from the original Fire Department study of 2010, and the cities with the highest population density (Lakewood) and largest area (North Ridgeville) have dropped out skewing all relevant data. Bay is at a distinct disadvantage because of its location and residential nature. With 30% of our population 55 and older, rapid EMS response is critical.

3. Privatization: The entire Building Department has been outsourced, not just inspection. It is too early to determine how effective this new system is; whether it is performing as required and if the projected savings are being realized. Evaluation of contracting out requires a thorough understanding of the value proposition. This includes all expenses incurred (especially hidden costs such as accrued benefits) and revenues generated by the service, and most importantly, resident service and satisfaction. Contracting out is not a replacement for disciplined management and cost control.

4. Most important issues: The key issues facing the city today are fiscally responsible management, maintaining or upgrading our aging infrastructure and public buildings, public safety, transparency in government and completing EPA mandated projects.

5. Ten-year vision: Bay Village will be a friendly, caring, highly desirable lakeside residential community of peaceful neighborhoods with a centralized, thriving business district. Quality housing and supporting infrastructure, recreational facilities and city provided services, especially safety, will make Bay a community of choice for young and old alike. Well-maintained parks will not only make the city family friendly, but animal friendly as well.

6. Management style: My management style is to develop a clear vision for the city and its employees, then establish goals and strategies aligned with that vision. It will be participative, with directors providing input in decision making, empowering them to improve processes and procedures. There will be clear metrics and benchmarks to evaluate performance. Respect and service to our citizens will be paramount. I will provide council with the opportunity to better carry out their duties through respect, timely submissions, appropriate deliberations and public input. Unless a true emergency, legislation will be prepared to allow for three readings prior to passage.

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DEBORAH L. SUTHERLAND

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BACKGROUND INFORMATION

A Bay native and Mayor of Bay Village for the past 13 years, I have the education, experience and leadership skills necessary to get the best value for our \$27 million budget. With a Masters in Public Administration from Cleveland State and 14 years of retail and human resources management experience, I supervise 100 employees and five bargaining units.



RESPONSES TO QUESTIONS

1. Balancing the budget: We are anticipating a 2014 budget shortfall of \$250,000 because of funding changes from Columbus. While significant, this is the smallest shortfall we have had in several years. We will continue to balance our budget by cutting costs and by not replacing expected retirees next year. This strategy will allow us to balance the budget without asking for more sacrifices from our employees and their families. Over the past five years, I have managed harsh economic times by decreasing Bay's expenditures by 4.42% percent while maintaining services. Thankfully, we believe the worst of the economic crisis is behind us.

2. Regionalization: Escalating personnel and equipment costs at the Fire Department are not sustainable without significant tax increases, so a regionalized approach certainly warrants a good, hard look. The Westshore communities are a statewide model for efficiency due to collaborative efforts such as sharing SWAT, Central Dispatch and the Rocky River Waste Treatment Plant. The big issue to explore is cost. Service sharing only makes sense when it contains or reduces costs while providing the same (or improved) service levels. We should continue to explore where we can find similar savings strategies with fire services.

3. Privatization: Every city service could be a target for privatization. Creative businesses using cutting-edge technologies are coming up with new ways to take on municipal work every day. The important thing is to have a rigorous system to evaluate each of those proposals and perform a thorough cost/benefit analysis. Some, like building inspection, clear that process. Others do not. In the mean time, we are not waiting for private groups to bring modern tools to Bay. Tablet computers, online work orders that track city equipment and better finance software that handles timekeeping and payroll can all reduce costs and increase efficiency.

4. Most important issues: State cutbacks will continue to challenge municipal budgets for the next few years, making it vitally important to have leadership with experience in running a lean fiscal ship. While the economy is perking up, municipalities traditionally don't enjoy increased revenues right away because of the property valuation funding cycle. We are looking at another

three or four tough economic years. Additionally, the EPA will continue to require sewer system and waste treatment plant improvements placing significant burdens on us to comply. Aging city infrastructure, roads, bridges, and city buildings, will continue to require major investment of our tax dollars.

5. Ten-year vision: A big part of Bay Village's charm is that it hasn't changed much in decades. We all choose to live here because Bay is a vibrant, beautiful community, and that should never change. We will remain a desirable, family-oriented, residential community. Our property values will grow due to our location on the Lake, great schools, effective services and wonderful neighborhoods. As a community, we will be sustainable—environmentally sensitive, focused on health and wellness, reducing our energy dependence, and re-investing to make our housing stock energy-efficient. The Bay Village way of life will continue for generations to come.

6. Management style: I am happiest with a wagon-wheel, collaborative approach to management. In this consensus-building model, I serve as the hub of the wheel, moving information and important decisions back and forth between different participants such as bargaining units and city council. Instead of dictating my terms, I take the best ideas from many different groups, coming up with solutions that address the concerns of multiple groups. Whenever possible, I like to empower employees, City Council and residents to use their own expertise to solve problems. The Emergency Communications Task Force is a good example of this collaborative leadership style.